



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

s.69(1)(g) re (a)

Assistant Deputy
Minister
Transformation and
Digital Solutions and
Chief Information
Officer

Sous-ministre
adjoint
Transformation et
solutions digitales et
Dirigeante principale
de l'information

Ottawa K1A 1L1

F-1137993

PROTECTED A

MEMORANDUM TO THE ASSOCIATE DEPUTY MINISTER

FOR APPROVAL

SUMMARY

- The purpose of this memorandum is to obtain your approval of materials to support the IRCC Digital Transformation Interdepartmental Advisory Committee (DMA-level).
- As part of efforts to proceed with the Digital Platform Modernization (DPM), you have agreed to chair the interdepartmental IRCC Digital Transformation Interdepartmental Advisory Committee.
- We are seeking your approval to send an invitation to designated members for the inaugural meeting of the IRCC Digital Transformation Interdepartmental Advisory Committee, on your behalf. In addition, we are seeking your approval of the agenda for this inaugural meeting and the Committee's forward looking work plan. Finally, we are seeking your approval to send a message to external DMs to announce the new governance model and request members for the three advisory committees (DMA, ADM and DG level committees).
- Your approval is requested by November 10, 2020, as there is some urgency to activate this new governance model,
and the official kick-off of the first two phases of the DPM Initiative.
- I recommend that you approve the invitation (see Annex C), the agenda for the inaugural meeting and the forward-looking work plan (Annex D), as well as the message to external DMs (see Annex E), by checking the 'I concur' box and signing this memorandum.

BACKGROUND:

- The Digital Platform Modernization (DPM) Initiative will deliver significant benefits to Immigration, Refugees and Citizenship Canada (IRCC) and its partners. It includes de-risking our foundational technology (e.g., the Global Case Management System) and transitioning to an enterprise-wide digital platform.

Canada

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- Given the strategic importance of DPM, the DM Core Services Committee was created to provide across-government oversight and guidance to three top government priorities: IRCC DPM Initiative, Employment and Social Development Canada (ESDC); Benefits Delivery Modernization (BDM); and Phoenix and Next Generation (NextGen).
- The IRCC Digital Transformation Interdepartmental Advisory Committee that you are to chair will provide oversight and advice on the overall direction and progress of Transformation projects (i.e. Integrated Lean Transformation, Digital Journey Labs, Innovation Labs, and DPM), and ensure alignment with Government of Canada (GoC) priorities and policies. An Assistant Deputy Minister (ADM)-level interdepartmental committee and a Director General (DG)-level interdepartmental committee will also be established to contribute to the external oversight framework.

CURRENT STATUS:

- A new digital transformation governance model (see Annex A) and draft terms of reference (see Annexe B) have been developed to improve general standards and guidelines governing the way in which digital transformation committees and in particular the IRCC Digital Transformation Interdepartmental Advisory Committee operate, as well as establish a clear governance process framework and refine it over time.
- A template of call for materials (see Annex F) has been developed to invite teams to identify, on a recurring basis, items that they would like to add to the forward agenda.
- Draft terms of reference (see Annexe G) have been developed for the IRCC Digital Transformation Interdepartmental Advisory Committee (ADM-level) to describe the purpose, scope and authority of the committee. The Terms of Reference is a written road map for the committee and contains clear and specific information on how the committee is organized, what the committee is trying to achieve, who the members are, and when and they meet.

COMMUNICATIONS IMPLICATION:

- Both Transformation Branch and Digital Services Branch have functions to work with Departmental Communications should this DMA-level advisory group require mass messaging.

RECOMMENDATION:

- I recommend that you approve the invitation (see Annex C), the agenda for the inaugural meeting and the forward-looking work plan (Annex D), as well as the message to external DMs (see Annex E), by checking the 'I concur' box and signing this memorandum.

NEXT STEP:

- Transformation and Digital Solutions Sector (TDSS) will set up the first meeting of the IRCC Digital Transformation Interdepartmental Advisory Committee for mid-November, provide the secretariat support, and provide you with meeting content. As the chair of this committee, you

will host these governance meetings every 6 weeks.

- Next preparatory steps for the launch of the IRCC Digital Transformation Interdepartmental Advisory Committee (DMA-level):

Step 1

Action: The memorandum to obtain approval by DMA/Caroline Xavier of materials to support the IRCC Digital Transformation Interdepartmental Advisory Committees (DMA, ADM and DG level) is signed.

Target date: November, 3 2020

Committee(s) concerned: DMA, ADM and DG level committees

Step 2

Action: The message (Annex E of the eBinder) is sent on behalf of DMA/Caroline Xavier to selected DMs in OGDs to announce the new governance model (Annexe A of the eBinder) and request members for the two Advisory Committees.

Target date: November 4, 2020

Committee(s) concerned: DMA, ADM and DG level committees

Step 3

Action: The names and titles of the designated members for the two Advisory Committees are received.

Target date: November 10, 2020

Committee(s) concerned: DMA, ADM and DG level committees

Step 4

Action: The invitation (Annex C of the eBinder) to the designated committee members to attend the first IRCC Digital Transformation Interdepartmental Advisory Committee (DMA-level) meeting is sent out.

Target date: November 12, 2020

Committee(s) concerned: DMA-level committee only

Step 5

Action: The first IRCC Digital Transformation Interdepartmental Advisory Committee (DMA-level) meeting is hosted and chaired by DMA/Caroline Xavier. At this first meeting, the overall governance model and the terms of reference (Annex B of the eBinder) of the committee are examined by the committee members.

Target date: Mid-November, the exact date has not yet been determined

Committee(s) concerned: DMA-level committee only

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Zaina Sovani

Assistant Deputy Minister, Transformation and Digital Solutions & CIO

☐ I concur

☐ I do not concur

Caroline Xavier

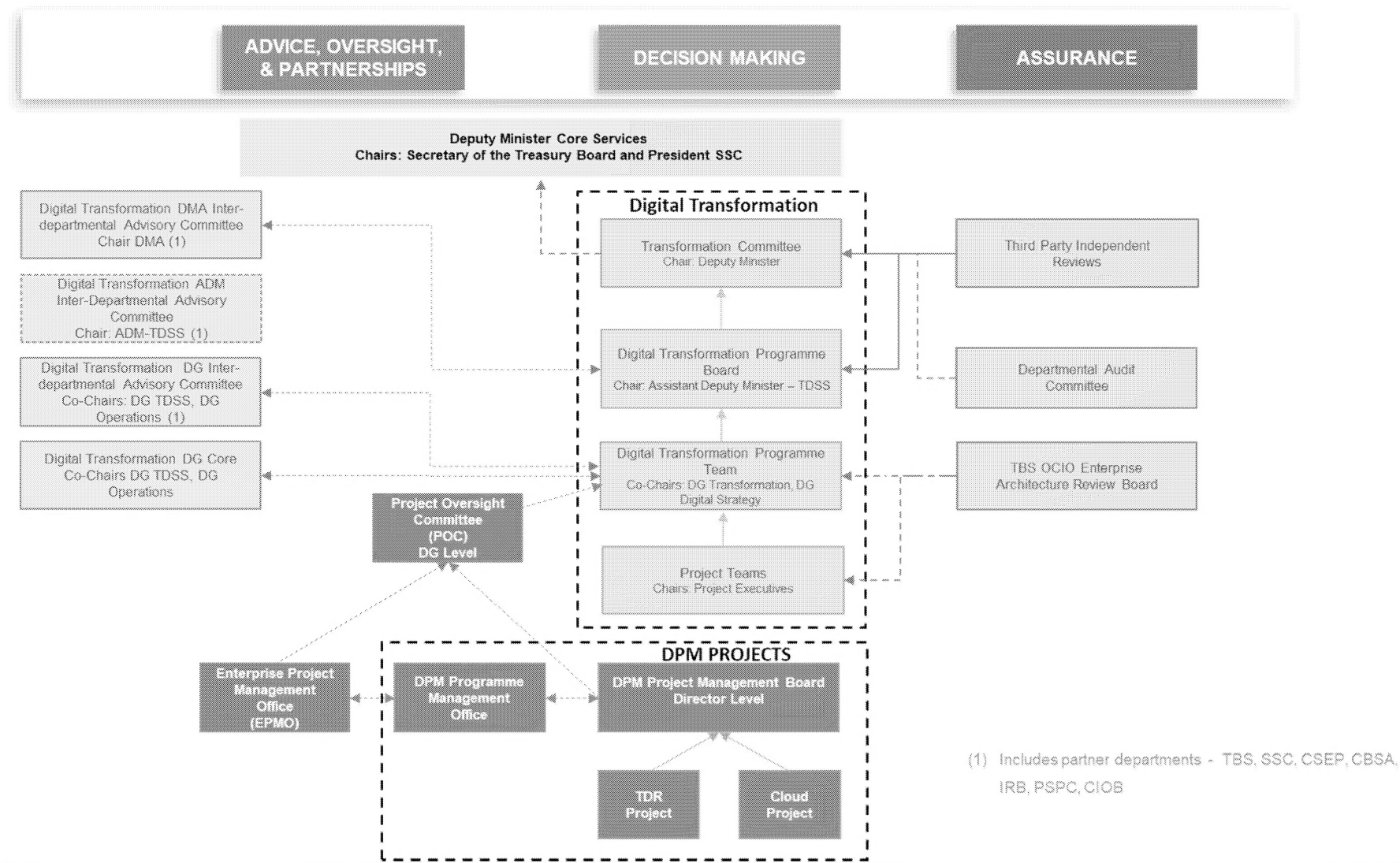
Associate Deputy Minister

ANNEXES:

- A: The New Digital Transformation Governance Model
- B: Draft Terms of Reference the IRCC Digital Transformation Interdepartmental Advisory Committee (DMA-level)
- C: Invitation to the inaugural meeting of the IRCC Digital Transformation Interdepartmental Advisory Committee (DMA-level)
- D: Agenda for the inaugural meeting and forward-looking work plan
- E: Message to external DMs to announce the new governance model and request members for the two advisory committees (DMA and DG level committees)
- F: Template of the Call for materials
- G: Draft Terms of Reference for the IRCC Digital Transformation Interdepartmental Advisory Committee (ADM-level)

ANNEX A

The New Digital Transformation Governance Model



ANNEX B

Terms of Reference - IRCC Digital Transformation Interdepartmental Advisory Committee (DMA-Level)

MANDATE

The Immigration, Refugees and Citizenship Canada (IRCC) Digital Transformation Interdepartmental Advisory Committee (DMA-Level) is an IRCC committee, chaired by the Associate Deputy Minister, which provides a focal point for continued cross-departmental engagement, information-sharing, knowledge building, and sharing of lessons learned. This committee ensures that Departments critical to the operational alignment and service delivery are well-informed and well-aligned.

As required, the IRCC Digital Transformation Interdepartmental Advisory Committee will provide oversight and advice on the overall direction and progress of the Digital Transformation Programme and the enabling of Transformation projects (e.g. Integrated Lean Transformation, Digital Journey Labs, Innovation Labs, and Digital Platform Modernization, which includes the Global Case Management System modernization) and ensure alignment with Government of Canada priorities and policies.

AUTHORITY

The Chair of the IRCC Digital Transformation Interdepartmental Advisory Committee has the authority to set the overall strategic direction of the committee, approve committee agendas, and request items to be brought forward at a specified date.

Where required, the Chair may strike sub-committees that would be chaired by committee members but could include others to assist in the delivery of the committee's work plan.

ROLES & RESPONSIBILITIES

To fulfill its mandate, this Committee will:

- **Understand** the implications of the Digital Transformation projects on partners;
- **Contribute** an independent perspective and expertise to Digital Transformation projects;
- **Provide** perspective on scope of the Programme and the enabling projects, aligned with the requirements of the Treasury Board Secretariat and the articulated benefits;
- **Provide advice and guidance** concerning the Digital Transformation project procurements, governance, risk management and benefits optimization strategies;
- **Identify and Address** any intergovernmental alignment issues associated with the Digital Transformation projects;
- **Review, evaluate and provide** guidance on proposed changes which impact scope, schedule, cost, risks, quality and benefits of the programme;
- **Ensure** that Independent Third-Party Reviews (ITPR), to be overseen by the Chief Audit Executive, are completed as required throughout all stages of execution. A calendar for ITPRs

will be developed as part of the Project Management Plans and work plans for each project within the Programme; and

- **Brief** departmental colleagues and teams on updates of relevance or critical importance, as necessary.

MEMBERSHIP

Chair

Caroline Xavier, Associate Deputy Minister, IRCC

Government of Canada Board Members (DMA-Level)

- [Title], Treasury Board of Canada Secretariat (TBS)
- [Title], Shared Services Canada (SSC)
- [Title], Employment and Social Development Canada (ESDC)
- [Title], Communications Security Establishment Canada (CSEC)
- [Title], Canada Border Services Agency (CBSA)
- [Title], Immigration and Refugee Board of Canada (IRB)
- [Title], Public Services and Procurement Canada (PSPC)
- [Title], Chief Information Officer Branch (CIOB) of the Treasury Board of Canada
- [Title], Royal Canadian Mounted Police (RCMP)
- [Title], Global Affairs Canada (GAC)

Ex-Officio Member

Zaina Sovani, Assistant Deputy Minister, Transformation and Digital Solutions Sector (TDSS) and Chief Information Officer, IRCC

Note: Zaina Sovani holds the position of Chair of the IRCC Digital Transformation Interdepartmental Advisory Committee (ADM-Level).

Secretariat:

Derek Künsken, Director, Transformation Engagement and Sustainability, Transformation and Digital Solutions Sector (TDSS), IRCC

Committee Advisor:

Sarah Michaud, Corporate Secretariat, IRCC

COMMITTEE OPERATION

Frequency and Duration

The IRCC Digital Transformation Interdepartmental Advisory Committee will meet every six (6) weeks for a duration of 1-1.5 hours. Ad hoc meetings will be scheduled as required.

Quorum

A minimum of five members are required for a meeting to be recognized as an authorized

meeting. If the Chair is not available, the scheduled meeting may be cancelled or rescheduled. Requests for an acting Chair will be considered.

Proxies

Members of the IRCC Digital Transformation Interdepartmental Advisory Committee can send proxies to meetings. To maintain the integrity of the Committee, **Members are responsible for pre-identifying one (1) proxy**. Members will inform the Secretariat at least two (2) days prior to the date if they intend to send a proxy to a meeting.

Record of Decision

The Secretariat is responsible for producing and issuing a Record of Discussion (RoD) to Corporate Secretariat within 2-3 business days from the meeting date. The RoD of each meeting will be maintained as an official project artifact by the committee Secretariat.

Secretariat Support

Coordination support for the IRCC Digital Transformation Interdepartmental Advisory Committee is provided by Transformation Engagement and Sustainability, division of the Transformation Branch, including: work planning, issue identification, action item tracking, forward agenda development and reporting tools. Administrative support will be provided by the Transformation Branch for Corporate/Legal record keeping requirements (e.g. Final Materials, Agenda, and Record of Decision).

Meeting Material and Presentation

Both official languages must be used in meeting material (preferably a combination of French and English text within one document) and when presenting.

Leads will provide the necessary meeting material to the Secretariat, three days prior to the scheduled presentation. Lateness of material could result in the agenda item being deferred to the next available meeting.

ANNEX C

Subject Line/Title:	IRCC Digital Transformation Interdepartmental Advisory Committee – Kick Off Meeting
Purpose:	<i>To invite designated Committee Members to the first DMA Committee Meeting.</i>
From:	Associate Deputy Minister (DMA)
To:	Designated DMAs named as Committee Members from TBS, SSC, ESDC, CSEC, CBSA, IRB, PSPC, CIOB, RCMP and GAC.
Target distribution date:	November 12, 2020

You are invited to the kick off of the **Immigration, Refugees and Citizenship Canada (IRCC) Digital Transformation Interdepartmental Advisory Committee (DMA-Level)**. This advisory function is critical to supporting IRCC's Digital Transformation Programme.

Context:

Transformation is a top priority for IRCC, as we seek to improve our client experience, drive operational excellence and accelerate towards a more digital service delivery model.

Recently we received approval to move ahead with the Digital Platform Modernization (DPM) initiative that will deliver significant benefits for all our organizations, including de-risking our foundational technology (e.g., the Global Case Management System) and transitioning to an enterprise-wide digital platform.

Partnership, collaboration and strong governance are critical to the success of programs, like DPM, and are reflected in the design of our governance structure. Your department head has designated you as a representative for your organization and a member of the IRCC Digital Transformation Interdepartmental Advisory Committee.

What to Expect:

As the chair of this committee, I will be hosting meetings every 6 weeks to support the decision making committees that ladder up to the DM Core Services Committee. At this first meeting we will examine the overall governance model, along with the Committee Terms of Reference.

Looking forward to working together to support IRCC's transformation efforts!

Caroline Xavier

Associate Deputy Minister

Sujet/Titre :	Comité consultatif interministériels d'IRCC sur la transformation digitale - Réunion de lancement
Objet :	<i>Inviter les membres désignés du comité à la première réunion du comité des SMD</i>
De :	Sous-ministre déléguée (SMD)
Pour :	Les SMD désignées comme membres du comité de SCT, SPC, EDSC, CSTC, ASFC, CISR, SPAC, DGDPI, GRC et AMC
Date cible de distribution :	12 novembre 2020

Vous êtes invités au lancement du **Comité consultatif interministériels d'Immigration, Réfugiés et Citoyenneté Canada (IRCC) sur la transformation digitale (niveau SMD)**. Cette fonction consultative est essentielle pour soutenir le programme de transformation digitale d'IRCC.

Contexte :

La transformation est une priorité absolue pour IRCC, qui cherche à améliorer l'expérience de ses clients, à favoriser l'excellence opérationnelle et à accélérer le passage à un modèle de prestation de services davantage axé sur le numérique.

Nous avons récemment reçu l'autorisation d'aller de l'avant avec l'initiative de modernisation de la plate-forme numérique (MPN) qui apportera des avantages considérables à toutes nos organisations, notamment en réduisant les risques liés à notre technologie de base (par exemple, le Système mondial de gestion des cas) et en passant à une plate-forme numérique à l'échelle de l'entreprise.

Un partenariat, une collaboration et une gouvernance solide sont essentiels au succès des programmes, tel que la MPN, et se reflètent dans la conception de notre structure de gouvernance. L'administrateur(trice) général(e) de votre ministère vous a désigné comme représentant de votre organisation et membre du Comité consultatif interministériels d'IRCC sur la transformation digitale.

À quoi s'attendre :

En tant que présidente de ce comité, j'organiserai des réunions toutes les six semaines pour soutenir les comités de prise de décision qui se rapportent au Comité des sous-ministres Services essentiels. Lors de cette première réunion, nous examinerons le modèle de gouvernance global, ainsi que les termes de référence du comité.

Au plaisir de travailler ensemble pour soutenir les efforts de transformation d'IRCC !

Caroline Xavier

Sous-ministre déléguée

ANNEX D

IRCC Digital Transformation Interdepartmental Advisory Committee (DMA-Level)

Chair: Associate Deputy Minister (DMA)

Purpose: Provide advice, oversight and partner consultation, at the DMA levels, in support of the core decision making committees within IRCC

Recommended Kickoff Date: Early December 2020

Recommended Cadence: Every 6 weeks

Agenda for kick-off meeting

1. Governance structure, Terms of Reference & Purpose of Committee
2. Overview: Digital Platform Modernization (DPM)
3. Overview: Budget 2020/2021
4. Endorsement of 6 month work plan

Discussion Items for 6 Month Work Plan for Members

- Budget 2020/2021
- Status of DPM: Phase 1 and 2
- Development plan for DPM Phase 3, Target dates & Risk and Issues
- Incorporation of interdepartmental governance & Regulatory changes in support of DPM Phase 3
- Legacy culture
- Modernizing our digital operating model (procurement, etc.)
- Alignment across OGDs

DRAFT: November 3, 2020
 ÉBAUCHE : 3 novembre 2020

Subject Line/Title:	IRCC's Transformation Programme Governance
Purpose:	<i>To announce the new governance model and request members for the three Advisory Committees (DMA, ADM and DG level Committees).</i>
From:	Associate Deputy Minister (DMA)
To:	DM Colleagues in OGDs – TBS, SSC, ESDC, CSEC, CBSA, IRB, PSPC, CIOB, RCMP and GAC.
Target distribution date:	November 10, 2020

Transformation is a top priority for Immigration, Refugees and Citizenship Canada (IRCC), as we seek to improve our client experience, drive operational excellence and accelerate towards a more digital service delivery model.

Recently we received approval to move ahead with the Digital Platform Modernization (DPM) programme that will deliver significant benefits for all our organizations, including de-risking our foundational technology (e.g., the Global Case Management System) and transitioning to an enterprise-wide digital platform.

Partnership, collaboration and strong governance is critical to the success of programs like DPM and, accordingly, we invite you to support IRCC in strengthening our current governance structure for IRCC transformation.

Our new governance model is built based on leading practices and provides our government partner organizations the opportunity to be advised and consulted on IRCC transformation progress. As a result, the following three new committees have been created:

- 1) IRCC Digital Transformation Interdepartmental Advisory Committee (Associate Deputy Minister level)
- 2) IRCC Digital Transformation Interdepartmental Advisory Committee (Assistant Deputy Minister level)
- 3) IRCC Digital Transformation Interdepartmental Advisory Committee (Director General level)

We intend to kick off these new committees in mid-November, at which time we will provide a detailed walkthrough of the overall governance model, along with the Committee Terms of Reference.

I am reaching out to you today to confirm your designated Committee member for each of these two committees. Your assistance in responding to this request, **by November 18, 2020**, would be greatly appreciated.

Sincerely,

Caroline Xavier
 Associate Deputy Minister

DRAFT: November 3, 2020
 ÉBAUCHE : 3 novembre 2020

Sujet/Titre :	Gouvernance du programme de transformation d'IRCC
Objet :	<i>Annoncer le nouveau modèle de gouvernance et faire appel au recrutement de membres pour les trois comités consultatifs (comités au niveau SMD, SMA et DG).</i>
De :	Sous-ministre déléguée (SMD)
Pour :	Collègues SM dans les autres ministères – SCT, SPC, EDSC, CSTC, ASFC, CISR, SPAC, DGDPI, GRC et AMC.
Date cible de distribution :	10 novembre 2020

La transformation est une priorité absolue pour Immigration, Réfugiés et Citoyenneté Canada (IRCC), qui cherche à améliorer l'expérience de ses clients, à favoriser l'excellence opérationnelle et à accélérer le passage à un modèle de prestation de services davantage axé sur le numérique.

Nous avons récemment reçu l'autorisation d'aller de l'avant avec le programme de modernisation de la plate-forme numérique (MPN) qui apportera des avantages considérables à toutes nos organisations, notamment en réduisant les risques liés à notre technologie de base (par exemple, le Système mondial de gestion des cas) et en passant à une plate-forme numérique à l'échelle de l'entreprise.

Un partenariat, une collaboration et une gouvernance solide sont essentiels au succès de programmes comme le MPN et, par conséquent, nous vous invitons à soutenir IRCC dans le renforcement de notre structure de gouvernance actuelle pour la transformation d'IRCC.

Notre nouveau modèle de gouvernance est basé sur des pratiques exemplaires et offre à nos organisations partenaires gouvernementales la possibilité d'être conseillées et consultées sur les progrès de la transformation d'IRCC. En conséquence, les trois nouveaux comités suivants ont été créés :

- 1) Comité consultatif interministériels d'IRCC sur la transformation digitale (niveau sous-ministre délégué)
- 2) Comité consultatif interministériels d'IRCC sur la transformation digitale (niveau sous-ministre adjoint)
- 3) Comité consultatif interministériels d'IRCC sur la transformation digitale (niveau directeur général)

Nous avons l'intention de lancer ces nouveaux comités à la mi-novembre, date à laquelle nous présenterons un aperçu détaillé du modèle de gouvernance global, ainsi que les termes de référence des comités.

Je vous contacte aujourd'hui pour confirmer votre membre de comité désigné pour chacun de ces trois comités. Votre collaboration pour répondre à cette demande, d'ici **le 10 novembre 2020**, serait très appréciée.

Sincèrement,

Caroline Xavier
 Sous-ministre délégué

TEMPLATE – CALL FOR MATERIALS – IRCC DIGITAL TRANSFORMATION INTERDEPARTMENTAL ADVISORY COMMITTEE (DMA LEVEL)

MODÈLE – APPEL DE DOCUMENTS – COMITÉ CONSULTATIF INTERMINISTÉRIELS D'IRCC SUR LA TRANSFORMATION DIGITALE (NIVEAU SMD)

Subject: IRCC DIGITAL TRANSFORMATION INTERDEPARTMENTAL ADVISORY COMMITTEE (DMA-LEVEL)
- CALL FOR MATERIALS DUE COB [MONTH DAY, YEAR]

Objet : COMITÉ CONSULTATIF INTERMINISTÉRIELS D'IRCC SUR LA TRANSFORMATION DIGITALE (NIVEAU SMD) - APPEL DE DOCUMENTS À REMETTRE AVANT LA FIN DE LA JOURNÉE DU [JOUR/MOIS/ANNÉE]

Le français suit l'anglais en alternance.

Good day / Bonjour,

The **next** meeting of the IRCC Digital Transformation Interdepartmental Advisory Committee (DMA-Level) will be held on the [MONTH DAY, YEAR].

Materials: Please provide any items you would like to submit for **DMA consultation/consideration** in response to this email by [MONTH DAY, YEAR].

Format: These materials can be submitted in brief by replying to this email with **(1) the information contained in the table and (2) your draft material in the following formats:**

//

La **prochaine** réunion du Comité consultatif interministériels d'IRCC sur la transformation digitale (niveau SMD) se tiendra le [JOUR/MOIS/ANNÉE].

Documents : Veuillez fournir tous les éléments que vous souhaitez soumettre pour **consultation/considération auprès du (de la) SMD** en réponse à ce courriel avant le [JOUR/MOIS/ANNÉE].

Format : Ces documents peuvent être soumis en bref en répondant à ce courriel avec **(1) les informations contenues dans le tableau et (2) votre projet de document dans le format suivant :**

Team/Item Title // Titre de l'équipe/de l'élément	Presenter (Individual's name(s)) // Présentateur (nom(s) de la (des) personne(s))	What is the objective? // Quel est l'objectif ?
<p><i>We are basing these assumptions off of the Forward Agenda, an evergreen document tracking items within the governance process determined at the bi-weekly Programme Team meeting.</i></p> <p>//</p> <p><i>Nous fondons ces hypothèses à partir de l'agenda prévisionnel, un document évolutif qui suit les éléments du processus de gouvernance déterminés lors de la réunion bihebdomadaire de l'équipe de programmation.</i></p>		
<p>DECISION-ITEMS // ÉLÉMENTS DE DÉCISION</p> <p>Format: Please provide BILINGUAL decks for presentation and identify the speaker. *Recommendation: Present according to the model standard set forth by IRCC. // Format : Veuillez fournir des présentations BILINGUES et identifier l'orateur.</p>		

TEMPLATE – CALL FOR MATERIALS – IRCC DIGITAL TRANSFORMATION INTERDEPARTMENTAL ADVISORY COMMITTEE (DMA LEVEL)
 MODÈLE – APPEL DE DOCUMENTS – COMITÉ CONSULTATIF INTERMINISTÉRIELS D'IRCC SUR LA TRANSFORMATION DIGITALE (NIVEAU SMD)

**Recommandation : Présenter selon la structure de l'annexe établie par IRCC.*

SECRETARIAL UPDATES // MISES À JOUR DU SECRÉTARIAT

Format: Please provide BILINGUAL documentation in written format of your choice (these documents will be provided by the Secretariat for information). //

Format : Veuillez fournir la documentation BILINGUE dans le format écrit de votre choix (ces documents seront fournis par le Secrétariat à titre d'information).

The compiled agenda will be shared following the meeting, along with any other requested materials.

We are happy to help with the design of your material, and will review to ensure clarity – **if you would like additional help, please contact the Digital Transformation Secretariat as soon as possible to give our team time to assist you.**

//

L'ordre du jour compilé sera partagé après la réunion, ainsi que tout autre document demandé.

Nous sommes heureux de vous aider à concevoir votre matériel, et nous le réviserons pour en assurer la clarté. **Si vous souhaitez une aide supplémentaire, veuillez contacter le Secrétariat de la transformation digitale dès que possible afin de donner à notre équipe le temps de vous aider.**

The **following** IRCC Digital Transformation Interdepartmental Advisory Committee (DMA-Level) will be held on the [MONTH DAY, YEAR].

Materials: Please provide any items you would like to submit for **DMA consultation/consideration** in response to this email by **[MONTH DAY, YEAR]**.

Format: These materials can be submitted in brief by replying to this email with **(1) the information contained in the table and (2) your draft material in the following format:**

//

Le Comité consultatif interministériels d'IRCC sur la transformation digitale (niveau SMD) **suivant** se tiendra le [JOUR/MOIS/ANNÉE].

Documents : Veuillez fournir tous les éléments que vous souhaitez soumettre pour **consultation/considération auprès du (de la) SMD** en réponse à ce courriel avant le **[JOUR/MOIS/ANNÉE]**.

Format : Ces documents peuvent être soumis en bref en répondant à ce courriel avec **(1) les informations contenues dans le tableau et (2) votre projet de document dans le format suivant :**

TEMPLATE – CALL FOR MATERIALS – IRCC DIGITAL TRANSFORMATION INTERDEPARTMENTAL ADVISORY COMMITTEE (DMA LEVEL)
 MODÈLE – APPEL DE DOCUMENTS – COMITÉ CONSULTATIF INTERMINISTÉRIELS D'IRCC SUR LA TRANSFORMATION DIGITALE (NIVEAU SMD)

Team/Item Title // Titre de l'équipe/de l'élément <i>We are basing these assumptions off of the Forward Agenda, an evergreen document tracking items within the governance process determined at the bi-weekly Programme Team meeting.</i> <i>//</i> <i>Nous fondons ces hypothèses à partir de l'agenda prévisionnel, un document évolutif qui suit les éléments du processus de gouvernance déterminés lors de la réunion bihebdomadaire de l'équipe de programmation.</i>	Presenter (Individual's name(s)) // Présentateur (nom(s) de la (des) personne(s))	What is the objective? // Quel est l'objectif ?
DECISION-ITEMS / ÉLÉMENTS DE DÉCISION Format: Please provide BILINGUAL decks for presentation and identify the speaker. *Recommendation: Present according to the model set forth by IRCC. // Format : Veuillez fournir des présentations BILINGUES et identifier l'orateur. *Recommandation : Présenter selon le modèle établi par IRCC.		
SECRETARIAL UPDATES / MISES À JOUR DU SECRÉTARIAT Format: Please provide BILINGUAL documentation in written format of your choice (these documents will be provided by the Secretariat for information). // Format : Veuillez fournir la documentation BILINGUE dans le format écrit de votre choix (ces documents seront fournis par le Secrétariat à titre d'information).		

We are happy to help with the design of your material, and will review to ensure clarity – **if you would like additional help, please contact the Digital Transformation Secretariat as soon as possible to give our team time to assist you.**

//

Nous sommes heureux de vous aider à clarifier la conception et le contenu de votre mise à jour. **Si vous souhaitez une aide supplémentaire, veuillez contacter le Secrétariat de la transformation digitale dès que possible afin de donner à notre équipe le temps de vous aider.**

If you have an urgent consideration for submission after the deadline above, please let Digital Transformation Secretariat know – we would be happy to discuss it in this committee or in other possible committee that meet your need.

Additionally, if you have other items that would help your understanding of transformation governance items, please let us know!

Sincerely,

//

TEMPLATE – CALL FOR MATERIALS – IRCC DIGITAL TRANSFORMATION INTERDEPARTMENTAL ADVISORY COMMITTEE (DMA LEVEL)

MODÈLE – APPEL DE DOCUMENTS – COMITÉ CONSULTATIF INTERMINISTÉRIELS D'IRCC SUR LA TRANSFORMATION DIGITALE (NIVEAU SMD)

Si vous avez un point urgent à soumettre après la date limite ci-dessus, veuillez informer le Secrétariat de la transformation digitale – nous serons heureux d'en discuter au sein de ce comité ou dans un autre comité susceptible de répondre à vos besoins.

En outre, si vous avez d'autres éléments qui vous aideraient à comprendre les questions relatives à la gouvernance de la transformation, n'hésitez pas à nous le faire savoir !

Sincèrement,

[SIGNATURE]

ANNEXE G

Draft Terms of Reference - IRCC Digital Transformation Interdepartmental Advisory Committee (ADM-Level)

MANDATE

The Immigration, Refugees and Citizenship Canada (IRCC) Digital Transformation Interdepartmental Advisory Committee (ADM-Level) is an IRCC committee, chaired by the Assistant Deputy Minister, which provides a focal point for continued cross-departmental engagement, information-sharing, knowledge building, and sharing of lessons learned. This committee ensures that Departments critical to the operational alignment and service delivery are well-informed and well-aligned.

As required, the IRCC Digital Transformation Interdepartmental Advisory Committee will provide oversight and advice on the overall direction and progress of the Digital Transformation Programme and the enabling of Transformation projects (e.g. Integrated Lean Transformation, Digital Journey Labs, Innovation Labs, and Digital Platform Modernization, which includes the Global Case Management System modernization) and ensure alignment with Government of Canada priorities and policies.

AUTHORITY

The Chair of the IRCC Digital Transformation Interdepartmental Advisory Committee has the authority to set the overall strategic direction of the committee, approve committee agendas, and request items to be brought forward at a specified date.

Where required, the Chair may strike sub-committees that would be chaired by committee members but could include others to assist in the delivery of the committee's work plan.

ROLES & RESPONSIBILITIES

To fulfill its mandate, this Committee will:

- **Understand** the implications of the Digital Transformation projects on partners;
- **Contribute** an independent perspective and expertise to Digital Transformation projects;
- **Provide** perspective on scope of the Programme and the enabling projects, aligned with the requirements of the Treasury Board Secretariat and the articulated benefits;
- **Provide advice and guidance** concerning the Digital Transformation project procurements, governance, risk management and benefits optimization strategies;
- **Identify and Address** any intergovernmental alignment issues associated with the Digital Transformation projects;
- **Review, evaluate and provide** guidance on proposed changes which impact scope, schedule, cost, risks, quality and benefits of the Programme;
- **Ensure** that Independent Third-Party Reviews (ITPR), to be overseen by the Chief Audit Executive, are completed as required throughout all stages of execution. A calendar for ITPRs will be developed as part of the Project Management Plans and work plans for each project within the Programme; and
- **Brief** departmental colleagues and teams on updates of relevance or critical importance, as necessary;
- **Support** the IRCC Digital Transformation Interdepartmental Advisory Committee (DMA-Level) in its mandate.

MEMBERSHIP

Chair

Zaina Sovani, Assistant Deputy Minister, Transformation and Digital Solutions Sector (TDSS) and Chief Information Officer, IRCC

Government of Canada Board Members (ADM-Level)

- CEO, Canadian Digital Service, Treasury Board of Canada Secretariat (TBS)
- Assistant Secretary, International Affairs, Security and Justice Sector, Treasury Board of Canada Secretariat (TBS)
- Vice-President and CIO, Canada Border Services Agency (CBSA)
- Chief Information Officer Branch (CIOB) of the Treasury Board of Canada
- Senior Assistant Deputy Minister, Client Service Delivery and Management, Shared Services Canada
- Senior Assistant Deputy Minister, Project Management and Delivery, Shared Services Canada
- Executive Director, Immigration and Refugee Board of Canada
- Chief Financial Officer and Comptroller, Immigration, Refugees and Citizenship Canada

Secretariat:

Derek Künsken, Director, Transformation Engagement and Sustainability, TDSS, IRCC

Committee Advisor:

Sarah Michaud, Corporate Secretariat, IRCC

COMMITTEE OPERATION

Frequency and Duration

The IRCC Digital Transformation Interdepartmental Advisory Committee will meet every four (4) weeks for a duration of 1-1.5 hours. Ad hoc meetings will be scheduled as required.

Quorum

A minimum of five members are required for a meeting to be recognized as an authorized meeting. If the Chair is not available, the scheduled meeting may be cancelled or rescheduled. Requests for an acting Chair will be considered.

Proxies

Members of the IRCC Digital Transformation Interdepartmental Advisory Committee can send proxies to meetings. To maintain the integrity of the Committee, **Members are responsible for pre-identifying one (1) proxy**. Members will inform the [Secretariat](#) at least two (2) days prior to the date if they intend to send a proxy to a meeting.

Record of Decision

The Secretariat is responsible for producing and issuing a Record of Discussion (RoD) to Corporate Secretariat within 2-3 business days from the meeting date. The RoD of each meeting will be maintained as an official project artifact by the committee Secretariat.

Secretariat Support

Coordination support for the IRCC Digital Transformation Interdepartmental Advisory Committee is provided by Transformation Engagement and Sustainability, division of the Transformation Branch, including: work planning, issue identification, action item tracking, forward agenda development and

reporting tools. Administrative support will be provided by the Transformation Branch for Corporate/Legal record keeping requirements (e.g. Final Materials, Agenda, and Record of Decision).

Meeting Material and Presentation

Both official languages must be used in meeting material (preferably a combination of French and English text within one document) and when presenting.

Leads will provide the necessary meeting material to the Secretariat, three days prior to the scheduled presentation. Lateness of material could result in the agenda item being deferred to the next available meeting.

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